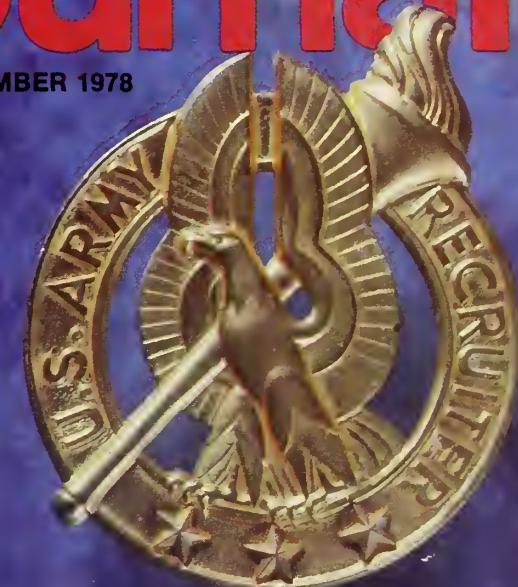


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U.S. ARMY RECRUITING and REENLISTING journal

SEPTEMBER 1978



Providing
the
strength

in Reserve





Statement of Support for the Guard and Reserve

We recognize the National Guard and Reserve as essential to the strength of our nation and the maintenance of world peace. They deserve the interest and support of every segment of our society.

In the highest American tradition, these Guard and Reserve forces are manned largely by civilians. Their voluntary service takes them from their homes, their families and their occupations. On weekends, and at other times, they train to prepare themselves to answer their country's call to active service in the United States armed forces.

If these volunteer forces are to continue to serve our nation, a broad public understanding is required of the total force policy of national security - and the essential role of the Guard and Reserve within it.

The Guard and Reserve need the patriotic cooperation of American employers in facilitating the participation of their eligible employees in Guard and Reserve programs, without impediment or penalty.

We therefore join members of the American business community in agreement that:

1. Our employees' job and career opportunities will not be limited or reduced because of their service in the Guard or Reserve;
2. Consistent with existing laws, our employees will be granted leaves of absence for military training in the Guard or Reserve without sacrifice of vacation time; and
3. This agreement and the resultant policies will be made known throughout the federal government and announced in publications and through other existing means of communication.

D. R. Rose
National Chairman
National Committee for Employer Support
of the Guard and Reserve

Jimmy Carter
President
United States of America

Views and Reviews



MG William L. Mundie

As you read this there will be little more any of us can do to affect the outcome of this fiscal year's recruiting. However, charge on through 30 September as though the outcome were in doubt. Expand your efforts. If we over-produce, all the better.

Now is also the time to begin on a positive note as we move into FY 79. Get back into the schools. Look closely at your plans to meet your weekly mission while building your DEP. Don't forget those HSDG from years past. They can help tremendously. Make yourselves visible at high school athletic activities. Renew contracts with influencers. Let's be fast off the blocks for a good year in FY 79.

We know the requirements: male non-prior service high school diploma graduates; women in non-traditional skills; and prior service. Concentrate on getting the best quality people available for your Army.

This fiscal year should also add some real excitement, challenges and plain hard work with the *new* mission of recruiting for the Reserve. Some of you are already old hands at it; others of you are new in the game; and a few are still on the sidelines. Next month, five DRC are to be added with a few more coming aboard each month. By 1 May of 1979, everyone in USAREC will be involved in the tasks of recruiting Active and Reserve soldiers.

I've learned quickly that recruiters thrive on challenges and this new one is a big one. We cannot underestimate the significance of the impact we will have on the Total Army mission. We play a key role.

I will support you in every way I can. Let's get the job done.

A handwritten signature in black ink, appearing to read "William L. Mundie".

WILLIAM L. MUNDIE
Major General, USA
Commanding



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September's front cover (left) is a stylized photo of a World War I era patriotic poster brought up to date by 1978 vintage recruiting badges, taken by MSG Wolfgang Scherp, our associate editor. The back cover (right) shows the duties of a person in MOS 15J, Lance/Honest John operations fire direction specialist. Photo courtesy the Public Affairs Office at Ft. Sill, Okla.



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DEADLINE — Photos and articles due first of each month two months prior to publication.

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A: 459-3918
FTS: 384-3918

Published monthly by the Office, Chief, Public Affairs, U.S. Army Recruiting Command as a medium for the active exchange of ideas between persons involved in recruitment and retention for the United States Army. Use of funds for printing this authorized unofficial publication has been approved by Headquarters, Department of the Army, 31 May 1978. Controlled circulation postage paid at Milwaukee, Wisc. 53201. Views and opinions are not necessarily those of the Department of the Army. Items of interest should be mailed to:

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Letters

In Italy

Your May 1978 *Journal* just arrived in this small overseas detachment. As usual, it was snapped up and read immediately. I found especially interesting the subject article on the inside back cover.

You mention in paragraph eight that the (15D) crewman, after training, will be stationed in Germany or CONUS. There exists another assignment, and that is with the 12th USA Field Artillery Detachment in Italy. We are a proud and tight unit that welcomes any Lance Missile Crewman desiring to serve in the challenging NATO environment.

Please pass on to SP4 Charlane Busse that while facilities here are not yet in total readiness to accept the female soldier, we still would like the readers to know that 15D soldiers are here, serving their country in the proud tradition of the U.S. ARMY.

CPT Terrence A. Brock
12th FA Detachment, Italy

Thank you for your comments. This may also serve as good advertisement in case recruits, or potential recruits, are looking for interesting duty stations in areas outside of CONUS and Germany.

In Alaska

Thank you for the fine article you wrote for the (April) *Recruiting and Reenlisting Journal*. It was both pleasing and refreshing to see an article concerning Alaska where the writer had actually done some research on the area before writing his story.

Since Fairbanks has been my home for over twenty-nine years, I find that most articles written give the people of the lower forty-eight states the idea that only Eskimos and Indians could possibly survive here due to the terrible cold and freezing temperatures, that we are basically uneducated, fish-eating and barely capable of existing. It was great to see, in print, written by you, that we are, in reality, a well-adjusted and growing community with many of life's pleasures still available to our people that unfortunately the rest of the country has been forced to give up due to overgrowth and lack of land and polluted waters as well as skies. Our schools are extremely good and we feel our family life is the best.

Thanks again for helping to educate the rest of the United States that Alaska is really a great place to live.

Charles P. Rees
Fairbanks, Alaska

Staff Sergeant Hayeland is currently assigned to Ft. Wainwright, Alaska. His article "Soldiers' Life in Alaska," April 78 is only one of the articles he has written for the *Journal*. We expect to receive more such informative and interesting articles from him in the future. Your comments have been passed on to him.

In Germany

I would like to make a suggestion that I think will help to advertise some of our service schools.

On the last page of the *Journal* you have an MOS listed which gives a job description, length of school, where it is located, etc. Then on the back cover, a picture of something relating to that MOS.

If you could do all that on just one page, then every month when I get the *Journal* I could just reproduce that one page and put it on my 13 Reenlistment Boards. It would be like a "Special of the Month." A few prerequisites would also help, if they could be squeezed on.

SFC Edward R. Pierani
Reenlistment NCO 38th P&A Bn
Germany

SFC Pierani has come up with yet another way to use our back cover feature on MOSs that are relatively hard to sell.

To do it in the format he suggests would make it less useful to others in our reading audience. We have this suggestion: type the information on a gummed label and stick it on the back cover someplace where it won't be an obstruction. Then reproduce it in the number needed. We like the "Special of the Month" idea and suspect that a number of other reenlistment NCOs (and recruiters?) might want to pick up on it.

In California

I would like to extend my congratulations to the "Journal" for the "Just Call Me Soldier" series that appeared in the May and June issues of the magazine. This is the most up-to-date and informative piece on Basic Training that has come through our station in a long time.

I would recommend highly that this series be made into an RPI. It is so difficult for recruiters to keep up with the frequent changes that occur in the content of Basic Training and rather than refer to a number of films, brochures and outdated personal experiences I have made the series into a small booklet using the cover of the May magazine.

I hope that the chances are good for this series to be made available to recruiters in one piece. Its value, when compared to available literature, is invaluable.

SGT Gloria F. Nickerson
Santa Rosa, Calif.

The *Journal* appreciates your comments very much. As a matter of fact this need has already been anticipated. The information from these two issues has been reproduced in the form of a brochure and 100,000 copies made. You should already have your copies. If you don't receive them in the near future be sure to let us know so we can correct this situation.

Active and Reserve Pulling together

Active and Reserve Army recruiters join forces to meet the needs of the Army

By

JOYCE LYNCH
HQ SWRRC

It's been called a "marriage between two consenting recruiters" . . . "co-location" . . . "integrated recruiting." Regardless of the handle, the idea's essentially the same: Active and Reserve Army recruiters joining forces to fulfill the Army's strength requirements.

This "togetherness" is already taking place in many parts of the country, and right now it's working in two different ways—one, the traditional system of integrated recruiting, and two, the recently approved USAREC /USAR Recruiting Program.

As for the traditional method, a self-styled system of integrated recruiting has been going on in many places over the past several years, to the advantage of both components. By agreement between the respective commanders, Reserve recruiters are co-located with their Active Army counterparts, usually in the USAREC recruiting stations. With each component maintaining its own objective,

the recruiters share space, telephones, job and market knowledge, and sales techniques. Best of all they share leads.

Perhaps it has been the obvious success of these earlier "sharing" experiences that has led to the second, more sophisticated system of integrated recruiting, the USAREC/USAR Recruiting Program. The pilot program began in November 1977 and involved 10 District Recruiting Commands in three recruiting regions—Midwestern, Western, and Northeastern.

On July 12, 1978, as a result of the success of the initial phase of the program, the Vice Chief of Staff of the Army called for "total USAREC involvement," approving the transfer of mission assets and management responsibility for U.S. Army Reserve (USAR) recruiting from FORSCOM to USAREC. This means that by May 1, 1979, or sooner, all 57 DRCs in the Recruiting Command will have

been phased into the program. Personnel assigned will include Reserve recruiters, PD people, recruiting managers, and recruiting officers.

In short, the program involves the assumption by USAREC of the recruiting mission, leaving retention in the hands of the Reserve.

Lending powerful credibility to the program's success is the outlook of

"We don't compete, we work together..."

one DRC commander whose district has been a participant of the new program since its outset. States Lieutenant Colonel Michael Gilmartin, late of the Midwest Region's Columbus DRC: "I consider it a positive step for both the Active and Reserve forces."

DRC commanders do not, of course, make such assertions based on mere feelings. The proof of the program is in production. USAREC production figures through April 1978 support LTC Gilmartin's assurance that the Reserve merger has "certainly had no detrimental effect on the Active force.

"... To the contrary," continues Gilmartin, "it has generated additional traffic into the station . . . added dimension to our lead potential.

"It's put us in touch with a lot of new C.I.'s, too, because Reservists come from all elements of the community, some of which are areas our Active Army recruiters might not ordinarily have access to. It's made the community more aware of us.

"Also, it's a big help to us to be affiliated with an organization like the 83d ARCOM (Army Reserve Command), especially in an area like ours, where the Army is in so little evidence to the public. With the support they can give us, we're able to show people something about Army life they might have no other opportunity to see.

"As for the Reserve," Gilmartin noted, "there's no doubting that the merger has been good for them. Their production is up, particularly in the non-prior-service (NPS) area. This is

especially important to retainability, because an NPS enlistee signs on for a minimum of six years, whereas a prior service enlistment may vary from as little as one year minimum."

Both sides of these recruiting "marriages" are enthusiastic. As in most compatible unions, each partner is generous in praise of the other.

On the Active side, MSG William A. Groce, area supervisor of the Fort Worth, Texas Recruiting Area, says: "We have Active and Reserve recruiters co-located in three stations within our area, and it works great.

"You see," he explained, "we don't compete; we work together. For example, if the Reserve recruiter meets a high school graduate whose main interest seems to be travel, he'll try to get him to go Active. By the same token, when our recruiter learns that an applicant just isn't interested in leaving home, he'll ask, 'Why not

Reserve. We let them know what each has to offer, and that way they feel they have a choice."

Reserve recruiters, say their active duty counterparts, are normally from the local community, so they know their way around. They know the neighborhood and the people, and they can be real door openers, in many cases, when USAREC's recruiters find it difficult to get into certain high schools or colleges.

Another important part of the "dowry" that the Reserve component contributes to the recruiting "marriage" is the fact that so many Reservists are, themselves, centers of influence (C.I.'s) in their civilian roles.

The 90th ARCOM in San Antonio, for example, is abundant with C.I.'s, starting right at the top, with the commander, Brigadier General R.L. Lane. General Lane is superintendent of the Medina Valley Independent



Discussing the merger of USAREC/USAR recruiting program at the 90th ARCOM's weekly meeting are (L-R) CW2 Heiner, Dep Rcrtg Officer; BG Lane, CG; and LTC Malesky, Asst G3.

join the Reserves?' It's a matter of teamwork."

Attesting to the teamwork aspect is Active recruiter SFC Clarence E. Miles, from the White Rock Recruiting Station in Dallas. Miles says of his Reserve counterpart, "We have a good working relationship. We go to the schools together, and talk to the kids about the Army, both Active and

School District. Colonel Robert Ownby, the deputy commander, is a member of the San Antonio Chamber of Commerce. In his civilian job, Colonel Ownby is Vice President of Operations and a corporate director of the Delaware Punch Company.

The Command Sergeant Major of the ARCOM, Fredrick Reininger, has been a teacher of vocational printing

Pulling together

at a San Antonio high school for 24 years. CSM Reininger is in his second term on the board of directors of the National Education Association. He's also on the executive committee of the Texas State Teachers Association and a member of the board of directors of the San Antonio Teachers Association.

Another member of the 90th, Lieutenant Colonel Dick Porter, is the Public Information Officer for Mayor Lila Cockrell of San Antonio.

Major Wilson McKinney, commander of the ARCOM's public affairs detachment, is assistant city editor for a leading San Antonio newspaper. And Lieutenant Colonel Elvin Schofield, PAO for the 90th, is a member of the Chamber of Commerce and Senior Vice President for Marketing at a national bank, and is active in the Explorer Scout program.

To be sure, the Reserve recruiter does not join the Active recruiting force as a poor relation. Along with leads and C.I.'s and team spirit, he brings such extra bennies as equipment for display at fairs and other community activities, the provision of test facilities in USAR Training Centers, the economy of dual advertising, cooperation with high school and college programs, cooperative purchasing of personal presentation items, furnishing of speakers for civic functions, assistance in AFEES processing, and much more.

But praise of the recruiting merger is not one-sided. Raves are also heard from the Reserve side of the house.

"The total Army concept is really at work in the recruiting forces," says Colonel Cecil Fair, chief of Fifth Army's Recruiting and Retention Office and a former deputy commander of Southwestern Region. "Never before have we seen such cooperation between the Reserve and Active components, except in war time."

"We didn't even have a recruiting structure prior to the all-volunteer announcement," explains Major T.M. Pinter, recruiting operations officer

for Fifth Army. "We didn't need one, because the draft took care of us."

"... Not that people were actually drafted into the Reserve, but they joined the Reserve to keep from being drafted into the Active Army. Especially during Vietnam—we had 'em lined up at the door. But when the draft ended, the lines went away...."

Lieutenant Colonel R.S. Johnson, chief of Plans & Programs for the Recruiting and Retention Office, calls the new recruiting integration system "the answer to the Army Reserve's prayer." Johnson says, "The advantages of co-location are tremendous," and he is quick to name some of them.

"First of all, the Reserve recruiter is going to get the middle management that our resources haven't been able to provide him in the past. He'll get better supervision ... better support ... better PD training."

"There's a wealth of information in the recruiting station and the DRC. In fact, just being around the professionals has a profound effect."

"... And being co-located, the Reserve recruiter will get more walk-

hybrid—strong! When you cross-breed, you get strength. It's that strength I feel we're getting from this program," enthuses Johnson.

Major Pinter, resuming his earlier discussion of the background of the integrated system, singles out the 83d ARCOM to comment: "We started out the pilot program with the 83d. It was our biggest command, but one with the lowest average production per recruiter. At first, there was some apprehension on my part. But after

"Just being around the professionals has a profound effect..."

thinking about it, and talking about it, I realized that it could actually work. And it has. Increased accessions have proved it."

Offers Captain Judy Mackey, recruiting officer for the 83d, "It's turning the recruiting force into a sales force. That's why I think it's successful."

Captain Mackey continues: "When we're relieved of recruiting responsibilities, we're able to focus on retention—to increase the resources and management ability in that area and decrease unprogrammed losses ... increase first-term enlistments. Maybe we can make it more attractive for people to stay."

"... And most Reserve unit commanders like the integrated system, because it relieves them of the responsibility of going out and processing people. All they have to do, now, is bring in referrals to the recruiters, and the recruiters do the processing—interview, qualify, and go through AFEES."

Captain Mackey's closing words are those of a satisfied customer: "The command support has been great, from USAREC all the way down. The management so badly needed is there. The professional resources and guidance are there. Most importantly, the increase in accessions is there."

"... And that," she declares, "is the bottom line in recruiting."



LTC Johnson ... better support

in business—the prospect who's not interested in or eligible for the Active Army. Six years sounds like a l-o-n-n-g time to someone who's 18."

Getting the recruiters from the two components together will be good for both, believes Johnson. "When you breed a donkey with a mare," he says, "you get a mule, and a mule is a



Cooperation between the Active Army and the Reserve helped to make this career day a success. The Active Army needed a display and the Reserve provided it.

Making the 'Total Army' concept a reality

"Our mission," according to Master Sergeant Curtis Mulder, USAR Liaison NCO for the Denver DRC, "is to make the Total Army concept a reality rather than just a vague ideal."

Just about every DRC in USAREC has a USAR Liaison NCO, as they are called, and an ARNG LNCO. Both of these people are attached to the DRC to coordinate Reserve and Guard resources and support for the field recruiter when and where needed. The liaison NCOs also act as a two-way clearing house for referrals. If a recruiter has a prospect who is interested only in a part-time commitment, all the recruiter needs to do is call the liaison NCO and give him or her the lead. The liaison NCO then channels the referral to a recruiter for his component for follow-up. They also furnish referrals from ARNG/USAR directly to local USAREC recruiters.

The liaison NCO also serves as a troubleshooter. Should a recruiter experience a misunderstanding with local USAR or ARNG units, the liaison NCO is there to resolve the problem. He works to make sure that people referred to ARNG/USAR are treated properly during the enlistment process. "We cannot afford to have

people refuse to join because of some glitch in our processing," Mulder observes.

What do you get if you refer someone to ARNG or USAR? Well, aside from getting a referral from them someday in return, you also get QIPS points and a pat on the back from your boss. But says Mulder, "I'd like to see recruiters get more points for each referral who enlists; it might be more of an incentive."

The ARNG/USAR liaison system works, at least in the Denver DRC. When the DRC was suddenly offered free exhibit space in addition to already paid space at a major career fair, the DRC was in a bind to fill it. It was too late to get a USAREC or region exhibit, and local displays were too small. The DRC A&SP division consulted Sergeant Mulder and, voila! In rolls a 27-ton articulated front loader and a 25-ton crane, both of which towered over the other displays and made the Army's presence very obvious. It took only three days from the day Mulder was asked to help until the equipment was in place: outstanding cooperation by any measure. In return, the DRC made a sign promoting the Army Reserve, USAR recruiters were on hand during the fair, and all leads were shared

equally.

"Overall, the system works well if it is used properly," according to SFC Scott Drysdale, ARNG liaison NCO for Denver. "If a recruiter would like ARNG or USAR support and hasn't built a rapport with a local unit, the recruiter should call the liaison NCO. If there's any chance at all that support is obtainable, we're the ones who can get it," Drysdale declares.

"However, the liaison program is not a substitute for a good working relationship with local ARNG/USAR units," Drysdale continued. "That's where a recruiter will get most of his referrals and support, not to mention good words about the Army spread about town by Guard or Reserve people who often have valuable community contacts. And of course, the local units want to stay on the good side of the USAREC recruiter because he has special training and resources of value to ARNG/USAR recruiters. It's a two-way street, and we can all profit if we use the program for all it's worth," Drysdale concluded.

The Broadway Recruiting Station in Denver did use the program and as a result, the station received an award from the Colorado Adjutant General for the large number of referrals from the station.

Reservists make dental care easier than pulling teeth

By ED ALLEN
Public Affairs Office
Health Services Command

Dental Reservists training at Ft. Jackson, S.C., and 32 other Army installations are helping to bridge the gap in local dental care resulting from shortages of Active Army dentists.

Throughout the first weekend each month, Caldwell Dental Clinic, Ft. Jackson's newest and one of the most modern dental treatment facilities in the Army, is operated jointly by two dental units of the Army Reserve.

They are the 385th and 350th Medical Detachments (Dental Service), and they provide treatment mainly to local military retirees.

Use of the Reserve in this mutual support role gives the Army dental care system a vital boost where it is currently needed most, according to COL Harold E. Plank, chief of professional services in the directorate of dental services, Army Health Services Command.

He said they help overcome the

effect of having to work with a decreasing number of Active Army dentists and supporting personnel each year.

"In augmenting dental staffs," he explained, "they enable us to offer more dental care to our entire military community."

He pointed out that the large number of military retirees in the vicinity of Army installations is considered by all concerned as an integral part of the entire local Army community.

Ft. Jackson's director of dental services, COL Bill B. Lefler, said, "We may not reach all the retirees just by operating a clinic two extra days a month, but we do what we can and are able to give the full range of care to a lot of people who wouldn't otherwise have a chance for an appointment."

Appointments for about 175 retirees are booked for the weekend the Reservists take over Caldwell Clinic. A patient's first appointment leads to others if treatment needs to be continued.

"We try to eliminate the big problems first," Lefler noted, "and then, if they're taking good care of their own teeth, we can eventually work them into a fairly good state of oral health."

In support of the Reservists, Lefler not only assures them a flow of patients, he provides from his own staff a non-commissioned officer for coordination purposes and a field grade dental officer for consultation and guidance pertaining to policies of the Dental Corps and the Health Services Command.

"It's all part of our mission to provide them with readiness training," Lefler said. Lefler himself often shows up at Caldwell Clinic during the Reservists' weekend to share with them the latest information on command policies and Dental Corps doctrine. Using both informal and formal means, he arranges for their continuing training and education with classroom instruction, professional seminars, conferences and guest lecturers.

He believes three essential factors have contributed to the success of the dental mutual support program there:

- Making the Reservists feel welcome.

- Providing them a good facility and supportive environment in which to work and train.

- Establishing and maintaining open channels of communication between the Reservists and their counterparts in the Active Army.

"They have to know they are part of our organization and the Dental Care System," Lefler said.

He attributes to these criteria the results he and his staff have achieved in recruiting local dentists into the Reserve units.

He said their combined membership can now offer, besides treatment in general dentistry, a full range of specialist care including fixed and removable prosthodontics, periodontia, oral surgery and endodontics.

Besides operating the dental clinic one weekend a month, both units schedule their two weeks of annual training at Ft. Jackson in staggered segments throughout the year. Known as modular training, it enables individual Reservists to schedule the time away from their civilian practice on a selective and convenient basis.

"When they come here they function as members of my regular staff," Lefler said, "and this helps our manpower situation all year."

These days the Army is quick to notice anything that will help out as it faces increasing shortages in professional dental personnel.

Brigadier General Joe L. Cheatham, deputy commander for dental services for the Health Services Command, said the recruiting of dental Reservists and their integration into the Dental Care System at Ft. Jackson is being looked at by FORSCOM as a model for similar recruiting elsewhere.

Cheatham, who is also consultant to the Army surgeon general for preventive dentistry, pointed out there are 33 Army installations at which local Reserve dental units participate in the mutual support and modular training programs.

Cheatham said his goal, in coordination with the Forces Command, is to see these programs operate at every Army installation.

Time: your most important resource

By CPT DOUGLAS A. MARTZ

Recruiting/Retention Manager
HQ 290th MP Brigade, Nashville

Time is the salesman's most precious commodity. Lost time can't be recovered. Lost time means lost sales. In recruiting lost time means lost recruits. The time you're most likely to lose is right after you've lost a recruit. I'm sorry. That happens in all sales-forces anywhere in the world. What went wrong? You don't know? Did you analyze your presentation? You didn't? Why don't you go back through the conversation and look at it critically. Did you ask yes/no questions? Did you answer and overcome the objections presented? Did you discuss the benefits in detail? Did you try to close the sale? You don't remember? Take a few minutes and look over what happened. If it helps, take notes. It's time well spent. However you do it, analyze the conversation and think about what you might do better next time. Then, *forget about it!*

That's right. Forget about it. Not all of it of course. After all, you did do some things very well. The prospect did seem interested right up until the last few minutes. And you do have some other recruits for the month. So don't worry. Relax. Think about what went right, not what went wrong. It's easier, better for your health, and helpful to you. There's a reason for this; a good reason. You're a recruiter, a salesman, and salesmen move the world. Without you there wouldn't be an Army. You are responsible for our

country, our way of life, everything you see around you. That's a big responsibility. You can't afford to worry about the person who just walked out.

Salesmen are the most important people in the world. You need to be sharp, up, ready to meet the next prospect. You can't do that by worrying. If you worry about what went wrong this last time, you'll worry about it the next time, and the time after that, and so on and so forth. You'll lose your edge. You can't afford that. Analyze the presentation? Sure. That's a skill; an important tool in your recruiting bag; showing you how to be better in your next presentation. That's where to set your sights. The next person who walks in the door, answers your letter, or calls on the phone. Chances are the person who just walked out may come back and talk some more.

You've got an objective for the month, right? You're a bit worried about how you're going to make that objective. Fine. You should be. No one ever said recruiting was easy. You've found out by now it isn't. It's hard work; long, hard, difficult work. You need to be sharp, on your toes. You need to keep your edge.

As a recruiter, you're going to get a certain number of prospects who say no. It goes with the territory. A lot of people say a lot of "no's" to a lot of recruiters. Each no you get makes a yes that much closer. It's the law of averages working for you. As a recruiter you know the no's are coming. They do. Usually thicker and faster than you'd like. Fine. Look at the last

conversation and think about why the prospect said no. It will help you make a better presentation. That's helpful. But you're going to get a certain number of doors slammed in your face. Fine. At least you know who not to call again. That helps too. It reduces the people you need to call by one, and makes your next enlistment that much closer. Keep that in mind.

Ask yourself, "What do I need to do to get an enlistment?" Answer the question in writing. You know you need to prospect, make calls, write letters, visit high schools, follow-up on referrals and advertising leads, work the prospect cards, and the other things you normally do to recruit. You're creating a plan for yourself to help you use your time more productively. It's like an operations order or a lesson outline. You're defining the objective and planning the best, and most efficient way to reach the objective. Once you've created your plan you will know what things need to be done to get recruits. You are in essence conserving time, your most precious resource. You will find out and plan the use of the recruiting methods you find most effective, concentrate your time there, and discard the others. They waste time. You can't afford that. By using your plan and planning your time you are becoming a more effective and efficient recruiter. You're planning your time and not letting your time plan you. You can "pro-act" instead of "react" using your time. That's what it's all about.

Patri

as seen by a Reservist and

Captain Douglas A. Martz, Recruiting and Retention Manager at Headquarters 290th Military Police Brigade in Nashville, takes a look at the way things were as a soldier in the sixties and how they have changed "for the patriotic better" in the seventies.

I'm a retread, a sixties' soldier and a seventies' Reservist. Being a soldier in the sixties carried its own problems and concerns—those of you soldiering in the sixties remember them. They made our tasks more difficult. It was hard being a sixties' soldier; we lost people in droves. Good soldiers took off the uniform and "hung it up."

So what am I, and others like me, doing as seventies' Reservists? I'm recruiting, trying to interest young people who've never been in the service, and retreads like me, that the Army Reserve has something to offer, something they won't find anywhere else. Or as we say, "part of what you earn is pride."

Rightly so. In our current defense posture the Reserve and National Guard provide the flesh and sinew for the Active Army during national emergencies. We have as valuable a mission to perform now as we ever have.

But it's not the same anymore. The people and the society are different.

Coming on board as a Reservist, I had doubts about being a Reserve recruiter. After all, most of what I remembered from the sixties indicated recruiting would be difficult at best. I've been surprised; this is a new generation with new people, new understandings, and new attitudes.

These new attitudes reflect themselves in the way people look at the Armed Forces in general and the Army Reserve in particular. People stop me on the street and ask about the uniform. Or they want to talk about the "good old days" when they were soldiering. Or they want to know how they can be part of the Reserves. They come in, and they join, not because "I have to," but because, "I want to."

This surprises me, a sixties' soldier. Military instructors drummed into me that the only dumb question is the one nobody asks. So I asked one of my recruiters, "Why do so many people want to enlist in the Reserve?" She said some of the major elements are pride, pay, and patriotism.

I understand pride and pay. They

make sense. They were part of the reason I started soldiering in the first place. But patriotism?

"Patriotism," she said. "I have some problems with that," I said. "Why?" she asked. I told her about being a sixties' soldier; the problems we faced and our concerns.

"It isn't that way anymore," she said. "People join the Reserve for patriotic reasons. They love their country and want to serve it."

"Watch them," she said. "They come in with stars in their eyes and tell their friends they're Reservists. Our recruits are our best recruiters."

I have watched. This is a new generation; a new America. These are young people who are proud to wear the uniform of the Army Reserve. These are young people who are not only willing but eager to serve their country as part-time soldiers and full-time citizens.

These young people are patriots; an old word for a new breed of soldier.

It's a nice change.





by some Active Army recruiters

By Mary Jane Griffin, Raleigh DRC
Joan Hammond, Atlanta DRC

Joyce Robbins, Columbia DRC
SP5 Ike Sutliff, HQ SERRC

How important is the role of patriotism in recruiting for today's Army? Southeast Regional Recruiting Command asked 18 recruiters that question and came up with the following observations.

Nine of eighteen recruiters interviewed often use patriotism in recruiting, four use it occasionally, and five said they never use it. Most of the recruiters sense that Americans have not lost their patriotism—they only hide it from public view.

"There is an important role for patriotism in recruiting," said Staff Sergeant Donald Moore, Raleigh DRC's 1976 Rookie Recruiter of the Year. "Conveying patriotism to prospects and CIs is an essential part of my job. I let young people know that I would not be making the Army a career if I didn't have pride in my country and personal satisfaction from serving it. Sure the benefits are important, but not the entire reason for wearing a uniform."

Sergeant Blake Walker, an Atlanta DRC station commander, also thinks there is a role for patriotism. "Sure I use it. I sell baseball, apple pie, the flag, and the Army. The applicants are patriotic even though they

don't talk about it."

It is not easy to measure the patriotic appeal. According to Columbia DRC Professional Development NCO, Sergeant First Class Gary Kelly, "There are times when patriotism is the only effective sales aid. It can't be used in every interview, but it can be an important tool."

He illustrates this with an anecdote. "I thought money and education were everything until I had an applicant who refused to buy. I had listed all the options and the sale appeared to be lost." Remembering the billboard, "Your Country Needs Love, too," SFC Kelly repeated the words to the applicant. With a thoughtful look, the young man said, "Sergeant, patriotism is the only reason I will enlist."

Some recruiters use a patriotic appeal when talking with groups. Sergeant First Class Rocky Bridges, an Atlanta DRC station commander, finds that patriotism is more effective with CIs, such as educators. "I remind them that this is their Army, too. If I can convince them that each of us has a commitment, perhaps they will pass the attitude on to their students."

Sergeant First Class Jack Dockery, Raleigh DRC, estimates that over 30 percent of the people who see him

about enlisting are motivated by a sense of obligation to their country. Says Dockery, "Talks given to parents, educators, etc., on patriotism can often play an integral part in the enlistment of qualified people."

At other times an individual approach to the subject can be advantageous. Sergeant First Class Eddie Morris, who commands the largest recruiting station in the Atlanta DRC, thinks "It's always appropriate in recruiting to discuss with prospects the obligation that they have to serve their country."

One recruiter found the individual approach works when the prospect comes from a military family or has relatives who have served in the military.

Although these cases may be exceptions to the rule and patriotism might not be what sells the Army today, Columbia DRC N.W. Ayer Representative, Pete Lloyd thinks patriotism is still a valid concept. "If you ask a teenager if he is proud to be an American, you'll get a positive response. But the word itself sounds a little goody-goody. However, the same kid who rejects the word might be interested in wearing a uniform and doing something for his country. This, to me, is patriotism." 

Challenge:



Joyce Robbins, of the Columbia DRC, tells how Sergeant First Class Roger O'Cain, mixes ASVAB, counselors, community influencers and a fair amount of enthusiasm to make the challenge of recruiting a pleasure.

Talking to Sergeant First Class Roger O'Cain about Army recruiting is like asking most people about their latest love. You need ask only one leading question, and he'll jump right in with an enthusiasm that'll knock you over.

"Recruiting is a challenge," he says, emphasizing the word. "No, it doesn't always go like you want it to, but it's an important job and there are lots of things you can do to help insure your success in recruiting."

And that was the leading question.... What does SFC O'Cain attribute his success to?

"No recruiter needs to be told that his high schools are important," SFC O'Cain stated. "I live in mine as much as I can. I visit each of my schools once or twice a week. Every chance you get, you should take something to your school or stop by to talk or give a presentation. Most teachers will need some time off occasionally and, if you can fill in during class, your teacher will know that you're really there to help, not just to further your own cause."

"Make sure that the people at your school feel important. Don't leave anyone out. That's why I always go by to talk to the principal when we give the Armed Services Vocational Aptitude Battery (ASVAB). Counselors may give you people, but the principal runs the school, so don't leave him out."

"I try to test all seniors since this is the best way to get a list without 'bugging' my teachers."

At this point I made the mistake of asking SFC O'Cain how he persuades his schools to use ASVAB. Ob-

doing what needs doing, but with enthusiasm

viously, to this recruiter, "persuade" is not the right word since he has no doubt that the test is the best for the school. He explains, "We offer the schools a test that's free. We don't take up the teacher's time or the school's materials. The school doesn't have to provide anything but students, and it gives the students a chance to find out what they're good at."

Without actually saying so, he leaves the impression that the ASVAB is the only logical choice. Probably his counselors feel the same way after a discussion with him of the pros and cons of administering the ASVAB to their students.

That the counselor should rely on SFC O'Cain's opinion on testing doesn't surprise him since he works hard to gain that reliance.

"The people at your schools must be able to depend on you," he declares. "Once you tell your school personnel that you will support them, you have to follow through or you'll lose all credibility. You can't make excuses about why you can't do something. Sometimes this means changing your schedule a little to do something for one of your schools. Your schedule must be flexible enough to provide the support they need. But this kind of support will win you the rapport that you will need to do your job well."

"You have to have good rapport with your school when you want to take an applicant out of school for the day, have him tested, and have him counted as present in school that day. Let's face it, that kind of cooperation comes from a personal relationship."

"And when I get support from

my school personnel, I let them know that I appreciate their help. It really means a lot to your counselors that you appreciate them. They don't usually get many certificates or letters so I try to give them to counselors who support me. I find that often the certificate I've given a counselor will be the only thing displayed on the counselor's wall.

"School athletics can be a real 'in' for a recruiter too," he says. "For instance, I've always thought I would like to coach high school football so I work with the team as sort of an assistant coach. I've found that the type of individual we're interested in recruiting usually participates in school athletics in some form."

"My telephone is my biggest help. As a recruiter, my time is valuable, and I find I can save myself time and the government money by using my telephone instead of my car. When I use the telephone for prospecting, I try to get to know something about the person and then, if I can, I get him to come to the office for an appointment. If someone is coming in for an appointment, I always ask if he has a neighbor or friend he thinks might be interested in coming in for an interview. Then, of course, when someone doesn't show up for an appointment, using the phone is usually the most efficient way of finding him."

But SFC O'Cain's reputation in that green uniform is not the only thing that concerns him.

"I want to be known in my community in civilian clothes as well as in uniform," he says. "A recruiter needs to be a real part of his community. He

should go places where he'll socialize with people in the community—the Kiwanis Club, Jaycees, or whatever the community has. The Parent-Teacher Association is another organization that every recruiter should be active in."

This interest in the community doesn't seem feigned, and SFC O'Cain's next comment reinforces his sincerity. "Sure, I take an interest in the community. After all, it is my community, and the schools are my children's schools."

If he's proud of his community, he also has a right to be proud of his job performance as well. At the end of the last school year, the Orangeburg, S.C., recruiter had 66 seniors in the Delayed Entry Program, a record for Southeastern Region. His record since the school year ended has been pretty impressive, too. It goes from a low (low?) of 200 percent of objective in June to a high 1,000 percent in August.

It's hard to tell whether his enthusiasm is a result of his good recruiting record or whether his good recruiting record is a result of his enthusiasm.

Regardless, when he looks at you with startlingly blue eyes, smiles, and says, "Recruiting is the most challenging job in the world," it's impossible not to feel a certain enthusiasm for a job that inspires that kind of excitement.

Radiating enthusiasm himself and inspiring it in others may well be the key to this recruiter's success—a key that keeps him on top month after month.



ARMY RECRUITERS AND REENLISTMENT

SERGEANTS are collectors by profession, collectors of people. Their job is to collect (enlist) persons and then help the Army to keep (reenlist) them.

Master Sergeant Thomas F. England, has become a proficient collector of persons during his career. As reenlistment sergeant in the Criminal Investigation Command in Falls Church, Va., he recently received a reenlistment award from the Department of the Army for his efforts with the command.



MSG Tom England, with his wife and daughters, works on his stamp collection, when he is not collecting people as reenlistment sergeant in the Criminal Investigation Command.

At about the same time he received some other good news, too. You see, MSG England also collects stamps, and has become rather proficient at that, too. He not only collects, but lately he has started buying and selling stamps, sometimes by the hundreds.

The good news was that two stamps in a collection of several hundred he had purchased were worth a great deal of money. The stamps were a pair of 1933 three-cent U.S. postage stamps commemorating Commander Richard E. Byrd's Antarctic expeditions. These particular stamps had been autographed by Postmaster General Farley and Commander Byrd and were presented to President Franklin D. Roosevelt. Only six of these stamps are known to exist.

In his job MSG England collects a different commodity. He oversees the command's reenlistment program. Thanks to his collection efforts, it's a very successful program indeed. (CIC Public Affairs, Falls Church, Va.)

MONEY TALKS ... and it spoke loud and clear

when the Army's "Cash Bonus" was featured by the Fort Worth Southside Recruiting Station at the Everman, Texas Fair on the Fourth of July.

With the cooperation of the Everman National Bank, \$2500 in \$50 bills was displayed so that prospects could see the exact amount of money they would receive for enlisting in certain MOSs.

The money was well protected by the Everman City Police. Two officers were on duty guarding the display at all times. In addition, officers patrolled the fair grounds.

Staff Sergeant Ray Coffman, recruiter in charge of the display, said much interest was generated by the exhibit. Prospects enjoyed seeing and handling that much "green stuff." (Mary McBeth, Dallas DRC)

THE SAME LAST NAME often is found among soldiers in a battalion; however, it is unusual for three of those soldiers to be members of the same family and to have related jobs as well.

The Warren family are members of the 222d Aviation Battalion at Fort Wainwright, Alaska and are all involved with helicopters.

"Dad" is **Chief Warrant Officer Leonard Warren**, a helicopter instructor pilot. "I'm proud of my boys and feel good about their being here, doing what I once did," comments CWO Warren. "Working in the same battalion isn't bad."

Two of CWO Warren's four children are stationed with the battalion. A third Warren son is serving in the Army as an air traffic controller at Fort Rucker, Alabama.

Private Timothy Warren repairs helicopters—the CH-54 "Skycranes" belonging to his unit, the 343rd Aviation detachment. "I always liked helicopters, especially the Skycrane," Timothy states. "It has the heaviest lift capacity."

Specialist Four Michael Warren is a helicopter mechanic with the 242d Aviation Company. His specialty is the CH-47 "Chinook." I tried to become a Skycrane mechanic too," says Michael, "however, the field was full when I enlisted so I took the next best thing, Chinooks. We learned a lot about 'copters from our dad. That's how we made our choice. We made another choice, too. We chose to come to Alaska to be together."

Although the three men plan to go to different assignments when they leave Alaska, it seems they have at least one big thing in common: they have all discovered that life in the Army isn't too bad! (Public Affairs, Ft. Richardson, Alaska)

Army chefs cook up a batch of awards

WHILE GATHERING A HOST OF AWARDS, the U.S. Army Culinary Arts Team (USACAT), based at Ft. Lee, set its sights on important objectives at the recent Eighth National Culinary Arts Salon and Exhibition at Chicago. By successfully competing at this top-level show, the team aimed to project an outstanding image of the Army Food Program to the many thousands of Americans who witnessed the exhibition and, at the same time, stimulate recruitment of persons with food service backgrounds or the desire to enter this rewarding career field.

Colonel Dewey A. Chilcott, director of the Subsistence and Food Service Department, Quartermaster School, Ft. Lee, commented: "The Culinary Show has enabled the Army to demonstrate a level of food service expertise of the highest caliber. Careerwise, it is personally rewarding to witness these monumental advancements being made by the individual food service members, particularly since these skills affect the lives of so many on a daily basis."

A total of 58 prizes were awarded to USACAT at Chicago in the show, which annually attracts widely recognized chefs from many of the nation's better known hotels and restaurants. The Culinary Team walked away with numerous prizes, including the "Grand Award for the Show" based on the overall showing.

USACAT is currently comprised of nineteen chefs. Eight members of the team traveled to Chicago, although all members entered exhibits.

A breakdown of the awards indicates that every member of the team won at least one prize. This should be ample evidence that Army training can achieve broad results. Prizes were awarded for widely diverse exhibits, ranging from crayfish mousse to savarin of fruit.

The team member who took the greatest number of first-place awards, **Specialist 5 Claudia Nagy**, Ft. Bliss, illustrates the sort of rapid progress that can result when a motivated soldier is given encouragement and the opportunity to develop talent. She entered the Annual U.S. Army Culinary Competition at Ft. Lee in March as a novice, meaning that she had never won a prize in a culinary arts show. She came away with the prize for the best novice exhibit, a food color painting she had executed. Subsequently selected to become a USACAT member, she earned seven first prices for cocoa and food color works at Chicago.

Major Barry Bloxham, a British exchange officer who is in charge of USACAT, stated: "People are surprised—particularly those who served in days of yore—that the Army can mount such a strong challenge against the chefs of the civilian world. In gaining publicity, we hope to attract to the Army potential recruits for the Army food service program." (Will Green, Public Affairs, Quartermaster Center, Ft. Lee)



Prize winners SP5 Claudia Nagy and SSG Tyrone Harris put the finishing touches on their culinary creations. Both are members of the U.S. Army Culinary Arts Team.





THE TASTE OF ACORN BREAD, pine tree loaf and sassafras tea, served with hand-to-hand combat, free-fall parachuting and rappelling, highlighted a visit to Fort Bragg by a group of Cleveland, Ohio, guidance counselors.

"We took them first to the Education Center when they arrived," said **Second Lieutenant Dennis Daly**, Chief, Accessions Management Branch and tour escort. "We wanted them to recommend the Army as a career alternative to college for high school students. We wanted to show how the Army can help complete a person's education or provide advanced education."



SP5 Cinci Small

Guidance counselors from Cleveland sample sassafras tea, acorn bread and pine-tree loaf at one station of a Special Forces Gabriel Demonstration. The counselors were at Fort Bragg to see the Army as a possible career alternative to college for high school students.

"They ate in mess halls, talked to soldiers, went to the NCO Club, visited the Special Forces and 82d Airborne Division museums and saw a Special Forces Gabriel demonstration."

"We have a very small budget for educator tours, so we try to get a maximum variety of experiences for educators from our area," said **Doctor Nancy Nieboer**, of the Cleveland Recruiting Command. The recruiting commands sponsor educator tours to inform guidance counselors about Army training and programs. There are eight to twelve such tours at Fort Bragg each year, according to **Staff Sergeant Kevin Redhead**, tour escort and operations sergeant in the Accessions Management Branch. "Here they get to observe a side of the Army they never get to see elsewhere."

"One of the best things about our visit is talking informally with soldiers in the dining facilities," Dr. Nieboer commented. "They tell us about their jobs and

what they like and don't like, so we can tell students what the Army is really like."

"This Gabriel demonstration has been the most fascinating thing I've seen," commented **Jim Matusick**, from the Star County Board of Education. "It's certainly reinforced what I've thought about the Army. I'd recommend the Army for at least one tour because it provides opportunities and experiences not found in civilian life."

"Yes, I'd recommend the Army for high school students," said **Rosemary Burton** from the Cloverleaf School District. "It affords them discipline, experience and a skill, and the opportunity to further or complete their education is very important."

"Oh, that is really good," exclaimed **Jannie Mae Lewis**, East Technical High School, after the helicopter and maneuverable parachute show which concluded the Gabriel demonstration. "I've just GOT to let my boys see this. This really sells them—to let them see and ask questions." (SP5 Bernard Tate, Public Affairs, Ft. Bragg)

NOT MERELY A LOCATION referred to in John Denver lyrics, Toledo is a city with a program, sponsored by the Jaycees and designed to honor the city's youthful leadership.

Recently **Sergeant First Class Bill Lundy**, a highly successful Toledo recruiter for the past one and a half years, was honored at a dinner for the 37th annual presentation of the Jaycees' Outstanding Young Men of the Year (1977). SFC Lundy was one of the ten men honored as "symbols of the success of young ideas and youthful approaches in contributing to the continued growth of both Toledo and our Nation." **Susan Perkins**, Miss America of 1978, presented plaques to each of the men selected.

A worthy recipient, Sergeant Lundy's contributions include instructing coronary pulmonary resuscitation classes and working with handicapped children.

Nominations for this annual competition come from professional and educational groups, businesses, community groups and churches. SFC Lundy was nominated by his area commander, **Captain Alan Fojt**, and competed with 75 others for selection on the basis of extensive community involvement. This involvement has helped to open many doors for his recruiting mission, too. SFC Lundy feels that the best way to get to know centers of influence is to become one yourself. (Carol Masek, Cleveland DRC)

ANOTHER RECRUITER INVOLVED in community events is **Sergeant First Class Bernard (Bernie) McIntyre**, Station Commander, Bay Ridge, Brooklyn, N.Y. When he picks up the morning paper, it isn't to only read the sports section or cover the hard news. He's also looking for community events where he or his recruiters can get involved.



SFC Bernard McIntyre, Ms. Jessie Burgas, and SGT Tony Bryant talk about Army opportunities during registration in the Summer Youth Employment Program in Bay Ridge, Brooklyn, N.Y. SFC McIntyre and other recruiters volunteered to help with the flood of job-seekers.

"These community events," says SGT McIntyre, "are one of my prime sources for prospecting."

When he read that approximately 500 jobs would be offered to the young people in his area through the Summer Youth Employment Program, he called Ms. Jessie Burgos, Program Director, and offered the services of himself and his men in organizing and maintaining order with the expected flood of people looking for jobs.

The flood came. While maintaining order, Bernie and his recruiters had the opportunity to talk to many of the young people about their plans at the end of the summer when the jobs will end.

"Within three hours," said SGT McIntyre, "four people had expressed an interest in the Army as a career."

"The Summer Job Program is a gold mine for DEPs," said SGT McIntyre. "But this isn't the only good prospecting source," he added. "There are community events going on every week, and whenever possible my recruiters and I are there—getting involved." (John Morgan, Long Island DRC)

THEY WANTED AN ATTENTION GETTER, but what they wound up with was something that caused traffic jams at the Kentucky State Fair.

The Louisville DRC had to come up with a device to attract people to their booth, and a portable chin up bar did the trick. Audience reaction was amazing.

Both young men and women lined up to demonstrate their physical prowess and beat the posted record. Recruiters manning the booth imposed a five pull-up requirement to receive decals and literature.

Based on an idea of **SSG Paul Grindstaff**, now with the DRC operations office, the bar attracted so many people that **Captain Chuck Whitacre** reported that his recruiters were working double shifts to handle the crowd.

According to **Paul Steinmetz**, A&SP chief, a blackboard was used to keep track of people who set records. "An off duty city policeman came by, set a record for



city police, and the county police were challenged. That was last year. Preparing for this year's competition, both police groups went into training specifically for this event.

"The crowd coaxed a 72-year-old man into taking his turn. He surprised everybody, including a TV camera crew, when he did more than anyone expected," he added.

"The chin up bar has proved so attractive that the Support Center is building us four more and several other DRCs are looking into similar attractions," Steinmetz said.

A week after last year's fair, the bar was moved to another event where it was set up outside. Again it was a crowd pleaser, slowing and stopping masses of people to give recruiters the desired face-to-face contact. Even though extreme heat kept many persons from trying the bar, it was still a success.

While anyone can "re-invent the wheel," Louisville DRC is seeking improved replacements, and by some reports, they have them. (Louisville DRC) 

Army cooks come through with Rye



Ft. Carson cooks serve lunch for Rye high school students.

By LEE MACDONALD
N.W. Ayer, Denver DRC

The Denver DRC information sheet to school guidance counselors posed this question: "Could some Army cooks prepare your school lunch sometime?"

The first response was from Mrs. Florence Gardner, the senior guidance counselor of the Rye, Colo., high school. In a letter to the DRC's education coordinator, she asked if the Army was serious with its offer to cook for any high school, including tiny Rye, with its student body of 215.

Well, the DRC was serious—it would be a fine one-time demonstration of what Army cooks could do. The DRC has an excellent relationship with the people of Ft. Carson and support of recruiting activities is provided whenever possible. It took only a couple of days for the post to respond; they would provide three cooks and the installation food service supervisor on the day selected by the school.

DRC officials felt this small school would be a fine site to make their first demonstration—fewer things could go wrong than in a large metropolitan school. Besides, the guidance counselor had stated there were three junior boys set to take a cooperative course in cooking at the University of Southern Colorado in Pueblo, and she felt this would be an excellent learning situation for them to observe and to talk with the Army people.

The original plan was for the Army cooks to prepare a portion of what the post's menu would be that day. The school's budget, however, could not support that plan so the regular school district menu for the day had to be the fare. This problem was solved when part of Ft. Carson's master menu was printed and distributed to students so they could see what a typical Army lunch had to offer.

On the appointed day, SSG Dan Barela of the Pueblo recruiting station accompanied the four Ft. Carson people to the school at 8:30 to start preparations with the school's food service workers. As it turned out, two of the school's four workers were out sick so the appearance of the Army was even more welcome.

One of the cooks provided by Ft. Carson included the post's top cook of the month.

Although they had to stick with the school district's menu, the Army cooks managed to turn the menu's "hot rolls" into some pretty fancy cinnamon rolls which, of course, were a hit with the students and faculty.

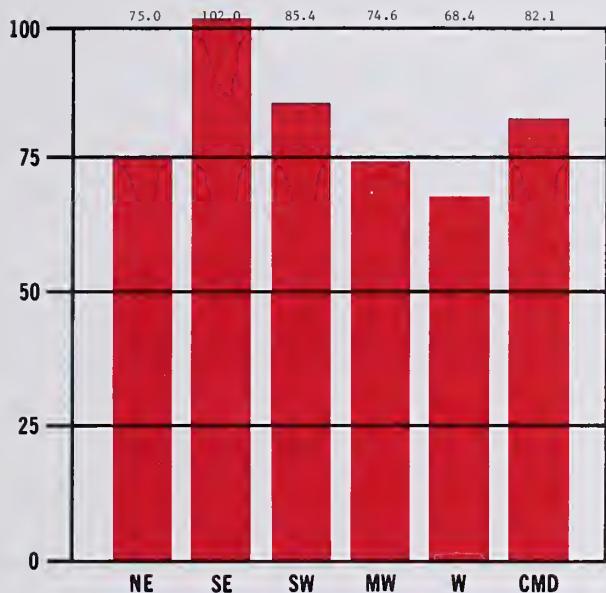
School officials were elated over the exercise and the students were impressed with having their food prepared and served to them by Army cooks.

The following Monday, SSG Barela took the guidance counselor and the three boys to Ft. Carson for a visit in a modern dining facility and lunch, plus a tour of the post. Result? Two of the boys are in the Army and the third will soon be tested.

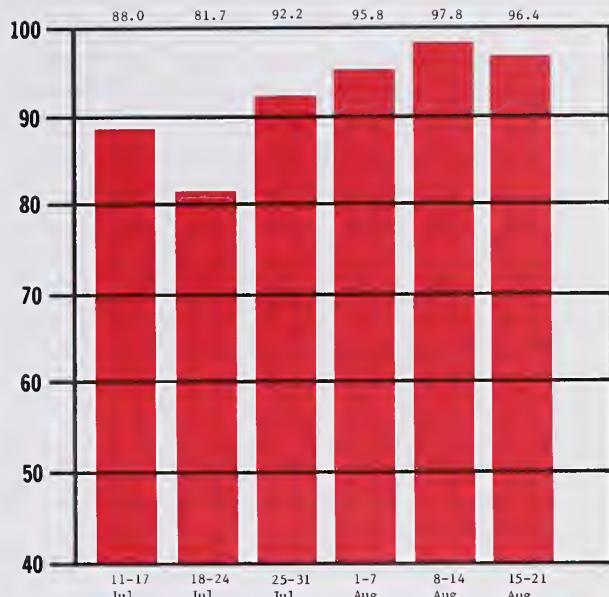
That's what you might call, "comin' through with Rye," don't you think?



Q-2



Year-to-date regional high school diploma graduation accomplishment.



Percentage of objective accomplished for shipping periods indicated.

QUALITY &

The following is a list of DRCs ranked according to their degree of success with the year-to-date objective.

JULY

QIPS credits/recruit

SERRC	7.29	SERRC	30.04
NERRC	7.00	SWRRC	19.64
MNRRC	6.87	WRRC	16.14
WRRC	6.70	NERRC	14.52
SWRRC	6.55	MWRRC	13.31
COMMANDO	6.92	COMMANDO	17.52

QIPS credits/recruiter

TOP ORCs** RECRUIT		TOP ORCs** RECRUITER	
1. San Juan	8.04	1. San Juan	46.87
2. Raleigh	7.58	2. Miami	33.66
3. Charlotte	7.54	3. Richmond	33.51
4. Jacksonville	7.49	4. Atlanta	33.23
5. Richmond	7.45	5. Jackson	32.39
6. Columbia	7.40	6. Charlotte	32.30
7. Montgomery	7.33	7. Montgomery	32.00
8. Honolulu	7.32	8. Columbia	30.71
9. Beckley	7.29	9. Little Rock	28.79
10. Miami	7.20	10. Raleigh	28.55
11. Atlanta	7.04	11. Jacksonville	28.11
12. Baltimore	6.99	12. Beckley	25.25
13. New Orleans	6.91	13. Honolulu	22.64
14. Jackson	6.74	14. New Orleans	21.33
15. Little Rock	6.60	15. Cincinnati	20.94
16. Cincinnati	6.59	16. Baltimore	20.62
17. St. Louis	6.42	17. Nashville	20.16
18. Nashville	6.16	18. Houston	19.10
19. Houston	5.76	19. St. Louis	16.06

** - Only those DRCs that accomplished their quantitative objective each week during the reception station month starting 27 June and ending 31 July were eligible for consideration.

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

ORC	YTD %	Wks - 100%	ORC	YTD %	Wks - 100%
1. <u>San Juan</u>	141.7	45-45	30. <u>Boston</u>	91.6	21-45
2. <u>Honolulu</u>	122.3	43-45	31. <u>Indianapolis</u>	90.3	19-45
3. <u>Columbia</u>	122.2	45-45	32. <u>Albuquerque</u>	89.0	13-45
4. <u>Charlotte</u>	120.9	45-45	33. <u>Chicago</u>	88.9	13-45
5. <u>Baltimore</u>	119.5	45-45	34. <u>Denver</u>	88.6	17-45
6. <u>Jackson</u>	117.6	45-45	35. <u>Sacramento</u>	88.2	16-45
7. <u>Jacksonville</u>	116.6	45-45	36. <u>Philadelphia</u>	87.3	13-45
8. <u>Montgomery</u>	114.8	45-45	37. <u>Columbus</u>	86.5	17-45
9. <u>Miami</u>	114.7	45-45	38. <u>Dallas</u>	86.4	10-45
10. <u>Cincinnati</u>	114.2	45-45	39. <u>Des Moines</u>	85.3	16-45
11. <u>Raleigh</u>	112.8	45-45	40. <u>Detroit</u>	84.9	11-45
12. <u>Atlanta</u>	112.5	45-45	41. <u>Omaha</u>	84.8	10-45
13. <u>Richmond</u>	112.1	45-45	42. <u>San Francisco</u>	84.2	12-45
14. <u>Houston</u>	107.8	28-45	Kansas City	84.2	10-45
15. <u>Little Rock</u>	107.3	36-45	44. <u>Newburgh</u>	84.1	9-45
16. <u>St. Louis</u>	106.5	31-45	45. <u>Lansing</u>	83.2	15-45
17. <u>New Orleans</u>	105.3	35-45	46. <u>Albany</u>	82.4	12-45
18. <u>Nashville</u>	104.2	45-45	47. <u>Portland</u>	82.2	14-45
19. <u>Beckley</u>	103.3	45-45	48. <u>Pittsburgh</u>	81.9	11-45
20. <u>Concord</u>	101.0	27-45	49. <u>Los Angeles</u>	80.1	15-45
21. <u>Phoenix</u>	100.7	25-45	50. <u>Minneapolis</u>	78.7	10-45
22. <u>Harrisburg</u>	100.3	24-45	51. <u>Newark</u>	77.0	7-45
23. <u>Cleveland</u>	99.5	28-45	52. <u>Santa Ana</u>	73.1	11-45
24. <u>Louisville</u>	99.4	41-45	53. <u>Long Island</u>	72.8	9-45
25. <u>Peoria</u>	92.8	23-45	54. <u>Milwaukee</u>	72.4	8-45
26. <u>San Antonio</u>	92.4	11-45	55. <u>New Haven</u>	72.1	3-45
27. <u>Oklahoma City</u>	92.2	18-45	56. <u>Niagara Falls</u>	71.9	6-45
28. <u>Salt Lake City</u>	92.1	19-45	57. <u>Seattle</u>	65.1	8-45
29. <u>Syracuse</u>	91.9	16-45			

The underlined DRCs were at 100 percent of year-to-date high school diploma grad (male) objective through 21 August 1978.

To keep the very best in FORSCOM

EDITOR'S NOTE: The Chief of Staff of the Army has approved changing the title Career Counselor to Reenlistment NCO. Since the Career Counselor of the Year Award predates this action, we have used both titles in this article.

When Master Sergeant Glenn Gillespie relinquished his title as 1976 FORSCOM Reenlistment NCO of the Year to his successor, Master Sergeant Walter Evers, the title changed hands, but the distinction remains with the 1st Brigade, 1st Division, Ft. Riley, Kan., the unit in which both NCOs achieved this honor.

The new Reenlistment NCO of the Year served in the military for over 20 years—four years with the Air Force and 16 with the Army.

As senior brigade reenlistment NCO, Evers saw his unit's reenlistment program achieve 309 percent of its first-term objective and 268 percent of its career objective. The 1st Brigade boasts the top battalion in the division for reenlistment achievement FY 77, as well as the top company in the division based on FY 77 reenlistment statistics. In addition, FY 77 was the fourth consecutive year that the 1st Brigade won the 1st Infantry Division Commanding General's Reenlistment Award for brigade-sized units. The 1st Brigade's reenlistment accomplishments under MSG Gillespie's direction were equally impressive.

MSG Gillespie, now assigned to the FORSCOM Recruiting and Retention Division, escorted his old friend and co-worker MSG Evers and his former Commanding Officer, 1st Brigade Commander COL J.W. Nicholson around FORSCOM headquarters on the occasion of the award presentation. Gillespie, who speaks fondly of his days at Riley, was delighted to keep the title "in the family."

It's no mean feat to win the FORSCOM Career Counselor of the Year title. Major FORSCOM units across the country submit candidates who must compete, not only on a statistical, but also on a personal basis to determine who is the number one Reenlistment NCO in Forces Command.

What happy combination of elements has allowed two NCOs from the same unit to achieve this kind of recognition? There are several important elements to success according to MSGs Evers and Gillespie and COL Nicholson:

Commander support is one key ingredient. Upon receiving the Career Counselor of the Year award, MSG Evers' first comment was an acknowledgement of the "200 percent command support" which enabled him to win the title.

In the 1st Brigade at Ft. Riley, an effort is made to begin the reenlistment process when the new soldier first arrives at his duty station. Officers and NCOs throughout the chain of command are urged to create an atmosphere in which the soldier finds challenge and satisfaction in the military profession.

COL Nicholson tries to set the tone for this. He demands a lot from his people, but believes that this ultimately improves morale for those really suited to soldiering, because meeting challenges is what the Army is all about.

Emphasis on quality retentions is another vital element for success at Riley. Good people like to stay with good people. If a unit accepts poor performance, where is the motivation to stay for the soldier who takes pride in his own good work? Rehabilitating or weeding out the misfits keeps the best soldiers in because they can see that high standards are being maintained.

This kind of toughness is tempered with a sincere concern for the individual soldier, and a commitment to recognize outstanding performance in the unit. Evers emphasizes the importance of this recognition to morale, and ultimately to the retention of good soldiers. Soldiers must be frequently made aware of their value to the unit and to the Army. Valuable soldiers, if the Army is to retain them, need to hear their COs and NCOs ask them to stay in. As Evers points out, a Reenlistment NCO can tell a soldier the Army needs him six months before ETS, but that won't have the same credibility as hearing it from his unit commander earlier in his career.

Master Sergeant Glenn Gillespie (left) congratulates Master Sergeant Walter Evers, the FORSCOM Reenlistment NCO of the Year. After winning that title last year, Gillespie was transferred to the FORSCOM Reenlistment Office at Ft. McPherson, Ga.



In the 1st Brigade, soldiers are given feedback on their progress at the end of the first month and encouraged to develop themselves in certain ways so that they will be even more valuable to the unit two and a half years hence. If this kind of feedback continues long enough and loud enough, the soldier knows where he stands with his unit come re-up time, and that knowledge will affect his decision.

It takes a special kind of individual to be a good Reenlistment NCO. COL Nicholson, who involves himself closely in the Brigade retention program, notes certain traits that contributed to the success enjoyed by both Evers and Gillespie:

First and foremost, they are men who love the Army—their dedication, loyalty and enthusiasm are apparent. They are very effective in communicating these feelings to others. This communication is eased by a warm personality and a genuine concern for the welfare of each soldier.

Approachability in a Reenlistment NCO is another essential to success. MSG Evers makes himself available for counseling 24 hours a day, seven days a week. His home is always open to soldiers for more informal sessions. Often Evers invites a soldier to bring his wife along, recognizing that the decision to reenlist profoundly affects, and is affected by, the soldier's family.

On occasion, Mrs. Evers also participates by sharing her experiences as an Army wife.

Evers, Nicholson, and Gillespie agree that involving spouses and families in Army life, and later on, in the reenlistment decision can be most important to keeping good people. When a soldier is officially recognized for achievement, an attempt is made to bring the family into the ceremony. Pride, one of the greatest motivators for retention, belongs not only to the soldier, but to the family as well.

MSG Gillespie points out another important trait both he and Evers share as successful Reenlistment NCOs that is not so frequently discussed—competitive ness. Gillespie and Evers are both hard-driving men with high goals. They've been rivals for years, and this competition seems to add spice to their friendship, and spur them both on to greater achievement.

The records established by MSGs Gillespie and Evers attest to the excellence of the reenlistment program in the 1st Brigade. Such success not only hinges on sound career counseling philosophy and methodology, but more importantly, success depends on the individuals who translate these abstracts into action. It is their energy, intelligence and perseverance which ultimately make things work—that, and having a quality product to sell—a career in the U.S. Army.



...and in TRADOC

SFC Donald G. Fields, Ft. Bliss Reenlistment NCO, received the Meritorious Service Medal from GEN Donn Starry, TRADOC commander, because of SFC Fields' selection as TRADOC Reenlistment NCO of the Year. Ed Starnes and PFC Diane Rainey of the Public Affairs Office talked with SFC Fields about his selection and his views about the soldier in the Army today.

What would you describe as the "secret" to your success as a reenlistment NCO?

The first thing is being able to communicate with soldiers of all grades and age groups. Also knowledge of my job.

How do you view your job?

The job is very rewarding. I've spent many years in leadership positions. And like most leaders you have to devote more time to the bad guys than you do to the good guys. The position I have now lets me help people achieve their goals. I sincerely believe that a successful career counselor never tells an individual 'No.' You try to get them what they want or you try to get them qualified for what they want. Then if you can't do it, you show them in black and white. Then you pursue another field of endeavor in which they may be interested.

Do you see your job as selling the Army, or as reinforcing the soldiers' outlook on the Army?

It's a combination of both. I would say that reinforcing is more of my role than selling. Because the soldiers I deal with normally have three or more years of service, they are pretty well acquainted with the Army.

Since you see soldiers of all ranks and background in your day-to-day work, how would you describe today's soldier?

I would describe him as a motivated individual. Not necessarily motivated toward the Army as such, but motivated toward bettering himself. He's better educated and he seems to know where he's going; how fast he wants to get there and what he wants once he reaches that point in his life.

Sometimes many soldiers set

To keep the best

their goals real high and expect to achieve them in a short time. It makes it a little harder, but sometimes in my job I can help them reach these goals.

How soon in a first termers tour should a soldier start seeking reenlistment advice or counseling?

That depends on the individual's needs or his desires. I try to meet most of the soldiers in my command within 90 days after their arrival. I also run into them at their place of work or in the mess halls and ask them when they want to talk about reenlistment. If they say, 'Hey, I still have three years to go,' I tell them 'Let's talk about what you want to do right now.' Off hand, I'd say as soon as a soldier reaches his unit reenlistment should be on his mind. Of course, a good program depends on the support of the career counselor, the NCOs and the officers of the unit.

Why should a soldier reenlist?

The job market on the outside has a lot to do with it. I think the security aspect is a major reason why a soldier should stay in. Times have changed tremendously in the past ten or eleven years. Our pay is better. Living conditions are much better. We have opportunities we never had before to further our education through assistance programs. A soldier will stay most of the time because of job satisfaction, security or he's looking for something he can use at the end of his next enlistment, either in the outside world or in the Army. He or she may not have gotten exactly what they wanted during their first term and he or she will reenlist for a school and possibly use that skill in or out of the Army.

Do you feel that the talk of supposed benefits erosion has hampered retention rates?

Not really. We haven't really lost that much. There are a lot of articles

in newspapers of people considering the reduction of 'benefits.' But when it comes down to it, we've still got our commissaries; we've still got our craft shops on the installations. We've still got a lot of our 'benefits.' The only real change is that a soldier doesn't automatically get his VA educational benefits. He has to chip in some of it now. But the Army still puts in its fair share.

Your success rate has been admirable, but what would you say your 'non-reup' rate is?

I would say its average, possibly a little below average. Some soldiers naturally have their minds made up as to what they want to do. You have peer pressure. You have dependent wives, parents and friends who influence a soldier to reenlist or not. A rough guess would be that two out of five are absolute no, they don't wish to reenlist.

Do your casual contacts provide a better chance to influence reenlistment, or do you depend more on

scheduled reenlistment talks?

I never schedule appointments. I know who has to be interviewed and I know regulations say I have to interview those people. I never say 'Report to my office.' I go to their work site or the mess hall, or numerous other places. But it has to be an informal type atmosphere when you're talking to a person, particularly about their life.

When should a person decide on a permanent career—first term, second, or when?

That's a hard question for me to answer for an individual. A number of things come into play. Once again, his own needs. The security aspect. Does he really like the Army? Does he really like his job? Job satisfaction has a lot to do with it. The average soldier starts seriously thinking about reenlistment after about two years of active duty. I'm approached many times by individuals with a year or 18 months left until ETS and they want to know what to do.

Sergeant First Class Donald Fields, TRADOC's Reenlistment NCO of the Year, counsels SP4 Rosemary C. Pedersen at Ft. Bliss, Tex. Both Fields and Pedersen are assigned to Headquarters Command, US Army Air Defense Center, Ft. Bliss.



Positive Attitude

Throw that in with a few good ideas and you have a successful recruiter.

By MEDA USRY
Jackson DRC

Staff Sergeant Gary S. Ligon was selected as Rookie Recruiter of the Year for SWRRC, and he led the Southwestern Region in enlisting high school seniors for FY 77.

Ligon claims a positive attitude as the primary reason for his success, but several other elements came to light which were factors as well.

What SSG Ligon believes to be the basis for his personal recruiting success follows:

- Learn the basics.
- Adopt a positive attitude.
- Cater to your market.
- Spend a lot of time on the road learning your area.
- Establish and maintain a good rapport with CIs.
- Make school visits on a regular basis.
- Take care in processing applicants.
- Care about people.

While he doubtless does the same things as other field recruiters, he does them with a characteristic flair.

For instance, he received a good deal of publicity at each end of the line by walking the 69 miles up the Trace from Jackson to Kosciusko in observance of the Natchez Trace Festival. Ligon feels every recruiter can find some way that they can get Army publicity.

Under "care in processing," Ligon brings applicants to the recruiting station after mental qualification for an hour long discussion of scores.

SSG Ligon also shows them films regarding the different career fields for which they qualify. "Applicants are thoroughly acquainted with as much pertinent information as possible before boarding the bus for the AFEES so that when the applicant is talking with the guidance counselor about a particular career field or job slot he/she will have had some exposure to the counselor's subject."

SSG Ligon discourages his applicants from getting carried away by an impressive job title. "I tell all my applicants that 'Sanitary Engineer' sounds great until you step up on the back of the garbage truck. I believe in complete honesty and letting them know what's involved in any given area. The individual will prove to be a better soldier if he's doing something he really likes, and he does me a whole lot more good when he comes back from the AFEES happy."

When they do come back from the AFEES he still isn't through with them, though. "I still want to keep the one-on-one relationship for referrals."

Another area of interest is the high school dropout. If a dropout comes by the station and cannot pass the EST, he is not written off for not initially qualifying. SSG Ligon counsels with him regarding the importance of education and encourages him to attend GED classes. (This is an example of "that extra mile" that he goes above and beyond required for conscientious recruiting.) It comes, once again, under the heading of "caring about people." He worked with one man for 18 months (the applicant had to take the GED twice) but with Ligon's encouragement he per-

severed, and ultimately entered the Army.

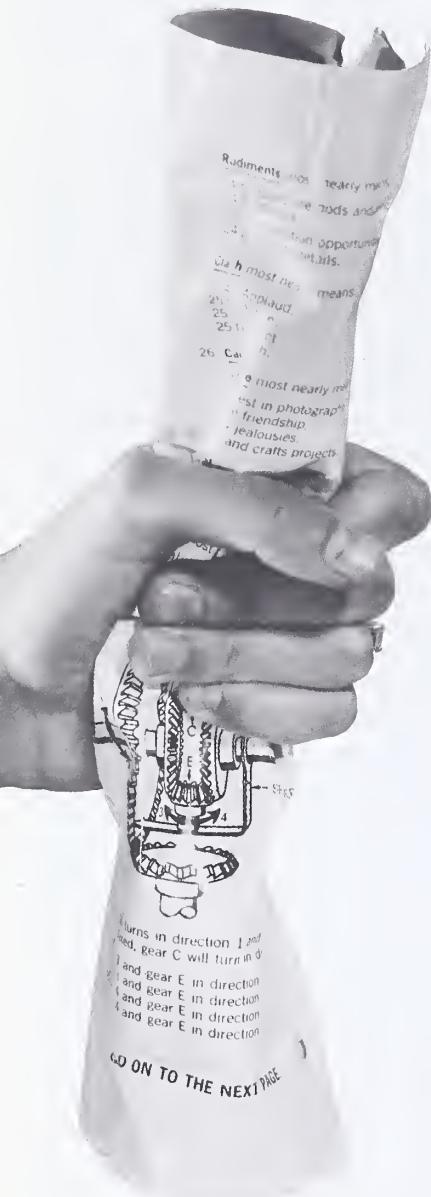
Staff Sergeant Ligon has designed into use a map of the United States mounted with names and photographs of Army posts excerpted from an obsolete post digest binder. The locations of the posts are indicated by map pins with lines of red tape attached to correlated photographs. This helps the applicant to visualize where he will be stationed in relation to the rest of the country.

Ligon has devised another aid which is most informative to the people he recruits. (It took him some little time to set it up initially, but it should continue to pay him excellent dividends.) SSG Ligon compiled a list of all Army posts, then wrote to each post to the attention of Army Community Services, requesting a sample kit as furnished to post personnel for presentation to new arrivals. In this way the new enlistee can peruse the material and have a pretty good idea what to expect at his new assignment. This token familiarity with their new setting goes a long way toward alleviating dread of the unknown for those young people who are leaving the security of their homes to set out on their own.

In addition, he has another effective visual aid; it is a board set up on a calendar basis on which he posts the names (and other related data) of DEP personnel under the month of their departure. It is a quick, easy reference, and a constant reminder of where he stands production-wise; and, not surprisingly, the DEP personnel gets a kick out of seeing their names displayed in this manner. It is pleasing to the all-important ego, and represents to them their personal extension into the future.

All of these things combine to make the recruiting mission of SSG Ligon the undisputed success it is. A smooth blending of acquired knowledge, genuine concern, appropriately-applied aggressiveness, use of imagination and ingenuity, and, most of all, a deep-rooted belief and personal pride in the product he's "selling," would seem to have made his success almost inevitable.

A million students in 16,000 high schools annually take the Armed Services Vocational Aptitude Battery. But recently ASVAB has come under fire by a leading test authority who questions the test's value in high school level counseling. In this article, Jim Schrom, an education advisor in MEPCOM, takes a strong stand in defense of ASVAB.



ASVAB

Is it worth the effort?

Occasionally, the Armed Services Vocational Aptitude Battery (ASVAB) Institutional Testing Program is attacked by various groups or individuals who want to know:

- the reason the military wants a high school testing program;
- the similarities between military and civilian occupations;
- the value of ASVAB for high school counseling purposes; and
- the value of ASVAB in screening students for civilian vocational training programs.

Before commenting on these issues individually, let's review the background of military testing. The services have a long history of mental testing programs to screen candidates for military service. During WW I, the government had a problem because people drafted into the military were not properly screened. After being

sworn in, many couldn't do their assigned jobs. Therefore, the services developed some paper-and-pencil tests to help find out if a person was basically mentally fit for military service. Over the past 40 years the screening process has been updated and refined many times.

The improvements made allow today's ASVAB to be used not only to screen individuals to determine their basic mental qualification, but also to classify applicants for military service training schools or courses. Let's face it: our service schools teach skills comparable to most occupations—and these training courses are tough. Whether electronics, mechanical skills, building trades, health services, food services, office management or administration, the services have detailed career plans and training programs for each skill. And all—from

basic training on up—rely on the ASVAB to initially screen applicants. Today's ASVAB is one of the most comprehensive aptitude tests available.

ASVAB has shortcomings

Although ASVAB does a great job it is not without fault. Critics say it can't be definitely proven that ASVAB-5 scores relate directly to every possible civilian occupation. But neither does any other aptitude battery. It's safe to say there is a marked degree of similarity between many skills needed for military jobs and those needed by private industry. In fact, recent studies show definite similarities between broad bands of military and civilian jobs. Logically, any test which predicts success for military training should also be valid in predicting success in related civilian training.

Most of us in recruiting are aware that in a review published a year and a half ago, one of the country's leading test authorities, Dr. Lee J. Cronbach, stated he felt ASVAB was a poor test for high school level counseling. He recommended schools not use it until several improvements were made.

When Dr. Cronbach's review was first published it made some school officials skeptical of the value of our high school testing program. In retrospect, however, the Cronbach criticism actually helped strengthen ASVAB by bringing about many needed changes. Two major changes that have been made since his initial review are:

- a redesign of the Student Results Sheet, and
- a reevaluation and redevelopment of the composite scores which now allow comparison of a student's scores to certain broad occupational fields.

Dr. Cronbach wrote a second, less

critical, review of the ASVAB (distributed in March in MEP/COM Education Bulletin 78-2). In it he recommends schools using ASVAB insure a school counselor helps each student interpret the test scores. He also recommends ASVAB be used with at least one other type test battery. We agree. Authorities think that no test is designed as the sole basis for making vocational decisions; it should be interpreted only with the assistance of someone well versed in test interpretation.

According to Dr. Cronbach the ASVAB is extremely difficult. However, past studies show the ASVAB is no more difficult than two other widely used aptitude tests—the Differential Aptitude Test (DAT) and the General Aptitude Test Battery (GATB). Since ASVAB is designed primarily for 12th graders, it loses considerable value if the results are used for counseling students below 10th grade. Any good counselor who is well versed in the use of standardized tests and familiar with the Counselor's Guide recognizes this fact.

Dr. Cronbach also feels the reliabilities of ASVAB subtest scores are marginally low. His observation is based primarily on the fact that most ASVAB subtests contain 20 or fewer questions. The irony is the subtests were intentionally made this short so that the battery could be administered in a reasonable length of time. In essence, any test developer has to make a trade-off. The reliability of subtests is increased as more items are added to it—but testing time also increases. To accurately measure aptitudes in as many vocational areas as possible in a reasonably short time, the services decided to construct ASVAB with many subtests and to combine the results of these into composite scores. ASVAB's composite scores are quite reliable. We think that this is the best solution to being able to have a test that does a good job in a reasonable amount of time.

Dr. Cronbach claims that ASVAB

has a low level of "differential capability." He feels a student doing well on one subtest most likely will do well on several other subtests because of possible content duplication. It's too early to tell if his findings are valid. Studies are underway that should show the extent of ASVAB's differentiating capability. Until we have the results the issue will remain open.

ASVAB's technical subtests such as automotive, shop and electronics, are primarily a measure of a person's experience or achievement, rather than a measure of potential or aptitude, Dr. Cronbach states in his review. For example, a student whose parent works in a technical field has a good chance of scoring well on such subtests because the student grew up in a family where technical information most likely is commonly discussed. Dr. Cronbach's observation may or may not be right. Test experts for years have argued about how to test a person's potentials (aptitudes) without measuring the individual's experiences (achievements). It's been our experience Dr. Cronbach's observation is not supported based on screening of candidates for our military service schools. We've found using ASVAB scores as a selection criterion for our service schools, gives us a good indication of how well a person will do in that school.

Additionally, Dr. Cronbach thinks that ASVAB's technically oriented subtests might discriminate against females. This observation may or may not be true; however, the present system where ASVAB scores are reported by grade as well as by grade/sex has greatly helped resolve this issue. As another safeguard, studies are underway to determine how well females perform in both military and civilian technical training programs compared to how well ASVAB scores predicted they would perform.

The services and the civilian sector are making great progress in opening more job fields to women. It

ASVAB

would seem a step backward to recommend special scores for females in military or civilian job markets where males and females are competing for the same jobs.

To better understand Dr. Cronbach's position and involvement in ASVAB, one must keep in mind that he was asked to make a critical review of the battery for Buro's *Mental Measurements Yearbook*. Most standardized tests are reviewed in this publication. When psychologists or educators are asked to critically review a test for such a publication they do just that—criticize. In opening the yearbook at random, one can readily see that nearly every critic who reviews a test tends to dwell on the shortcomings, rather than the merits, of the test.

ASVAB shares shortcomings

Most tests share certain shortcomings. People with reading deficiencies simply do not do well on written tests. Another example of a shortcoming in virtually all standardized tests is that they can measure a person's ability at only one point in time. Such tests are not perfect measures of a person's potential to observe or learn in the future.

There is no testing instrument that satisfies the needs of everyone or is without any weaknesses. A critical review of any standardized aptitude battery will show that most have potential flaws for mass testing. For example, with some the examiner can test only a few students at a time; others do not measure aptitudes for trade-type occupations. There are many other excellent tests on the market today, but they are excellent only if used for the specific purposes they were developed for, and used as only one method of evaluating a person's potentials or achievements.

Through our testing program we strive to offer the high school community a battery which has maximum

usefulness for their guidance and counseling purposes as well as our selection and classification purposes. We believe ASVAB-5 is basically sound and useful for both purposes. The institutional testing program also offers many students their first opportunity to become aware of the many benefits and opportunities available through military service, in particular, the opportunity to learn a vocation.

Some of ASVAB's shortcomings stem from its newness and resulting lack of specific validity studies which give scientific evidence of comparability between military and civilian skills. The first time any student was offered ASVAB-5 was in school year 1976-77. We are only now beginning to gather validity data based on this student population. In the meantime, we should focus on the positive aspects of the institutional testing program and limit our remarks to the provable fact that ASVAB does a good job of predicting success in service technical training courses. At this point we must hope school authorities use good judgement and decide for themselves that there is a logical comparability between similar military and civilian occupations and military and civilian training programs. We've come a long way in making ASVAB-5 a worthwhile tool for both the civilian and military community. We've put a lot of effort into the institutional testing program and we have such confidence in ASVAB's results that we're willing to hire and train a person based on the test scores.

Returning to the questions posed at the beginning of this article our answers are:

- As to why DoD wants a high school testing program, the reasons are pretty simple. High schools are the main source of quality recruits and, aside from its value of confirming our good working relationship with the civilian community, the high school testing program is a means to gain entry into the schools for recruiting purposes. But recruiters are not the only ones to gain. The school gets something in return, too. We offer the school—at no cost or obligation—a tool for vocational guidance and

counseling purposes. ASVAB scores can also be used to qualify a student for a variety of challenging jobs with the nation's largest employer—the Department of Defense. What other test can make such an offer? So, our trade-off is a good deal—for the military, the school and the student.

- When comparing similar civilian and military occupations, most agree there are similarities. Studies show definite similarities between broad bands of civilian and military occupational fields.

- Regarding the value of ASVAB in high school counseling programs, ASVAB, like any other test, can be of use as long as it is used within the guidelines outlined in the Counselor's Guide and used with other information available to the high school counselor.

- As to the value of ASVAB in screening students for civilian vocational training programs, ASVAB may be of value if it is assumed that skills needed for similar military and civilian training are basically the same. Today there is no conclusive proof; but it's interesting to note that many vocational-technical schools use military service school materials to teach certain occupational skills.

Worth the effort?

The answer should be "yes," but it depends largely on how the recruiter views the institutional testing program. There are, of course, shortcomings with ASVAB, but it does offer many benefits not found in commercially available tests. We're not "experimenting" in our high school testing program, we're investing: investing by fostering a good working relationship with our primary lead source—the school—by offering a proven testing instrument.

In short, ASVAB works! Today, the value of ASVAB-5 to the recruiter, the school and the student is like the philosophical question: Is the glass 3/4 full or 1/4 empty?



And miles to go...

**Story and Photos
by TOM WALTON
Omaha DRC**

"You can't earn a gold badge in South Dakota" has become almost a cliche, and probably a self-fulfilling prophecy in some cases, for Sioux Falls Area recruiters. But like most accepted 'truisms', this phrase proved to be simply a myth when Sergeant First Class Timothy J. Geigle received the coveted gold badge from Colonel J.S. McLeod, commander for the Midwestern Region.

Earning a gold badge in South Dakota and ultimately killing the myth was probably inevitable, considering the number of really good recruiters in the state. However, Geigle did it in one of the toughest recruiting areas in a state noted for tough recruiting areas.

Working out of a one man station in Pierre, S.D., Geigle covers 11 coun-

ties which encompass some 12,500 square miles. Within this vast area, there are less than 60,000 people and a total QMA of only 1,600. His most populated county has only 14,000 people and only three of the remaining ten counties have a population of more than 5,000. Dotted around the rolling ranch land and fertile grain fields are 19 high schools ... Geigle's "bread and butter."

"My area is strictly a DEP area," he says. "Walk-in traffic is almost non-existent. Unemployment is relatively low and those who are out of work usually can't qualify for the Army. Most of the farms and ranches are large operations which provide work and a certain amount of security for the kids who grow up on them."

Geigle took over the Pierre Recruiting Station back in October of 1976, having been on recruiting duty only 14 months before that. With the station also came a deficit of eight

enlistees.

"After getting the office squared away," he says, "I set out to learn my area and start putting people in the Army. I had been fairly successful before moving to Pierre and just considered it an additional challenge."

When asked specifically how he had managed to do what no one else in the state had done, Geigle says, "To work my area, you have to be a go-getter and like hard work. You have to always show a genuine interest in the individual you are talking to, and above all, you have to maintain your integrity."

The hard work, as Geigle explains it, covers many facets, and planning is the root of it.

"Since I don't have the walk-in traffic or large numbers of people in any one location, I have to go out and find the people I want to talk to. This means a lot of windshield time, and since there is so much distance out

And miles to go...



"Briefing my DEPs on where they stand and what to expect at each step along the way, kills any second thoughts they may have."

here, between stops, you can't afford wasted trips. For this reason, planning is the "key."

For Geigle, planning falls into two categories. The long range and the short range. Under the long range heading comes his year long high school plan which includes dates of each school's Career Days, ASVAB dates of each school, number and names (if possible) of each senior, the dates he plans on having each mailout to the post office, etc.

"Also included in my long range plans," he says, "are the actual number of applicants I honestly feel I can get out of each high school. This serves not only as a target, but as a management tool. But I never lock myself into that number, and fully expect to find a little more or a little less interest than I anticipated."

By having the number in mind, however, he knows immediately if he needs to adjust his overall plans.

"If there is a lot more interest at a school, I know I must allow more time to work the applicants properly. If there is a lot less interest, I can work harder to generate the interest or in-

crease my efforts in a more lucrative area, depending on the situation."

By working with the schools closely on a year around basis, Geigle is able to maintain excellent rapport with the counselors, is able to keep up-to-date school lists and knows many of the students on a first name basis before they ever become seniors.

"Every time I talk to a student, even if he is a freshman, I fill out a 200 card on him. I keep in touch with him and show that I am interested in what he is taking in school and how he is doing. And, like most recruiters, I work with the counselors to help keep a student in school if there is some question about him finishing," he says.

Geigle's short range planning encompasses his daily, weekly and monthly routines. Once school starts, he contacts each school to verify their dates for ASVAB testing, career days, and, while talking with the counselors, he purifies his seniors list. By the time he enters his school for career days, he has already contacted those new seniors who had previously expressed an interest in the Army,

contacted any DEPs at the school, and talked at length with the counselors about the desires, ambitions and abilities of the seniors.

During the career days sessions, Geigle likes to keep things simple. He provides only a limited amount of RPI material and prefers not to use visual aids.

"I like my sessions to be talk sessions, but I want the questions from students to be about Army opportunities and life in the Army . . . not about how a piece of equipment works. And I like to quiz them about what their interests are, what their plans for the future are and what they want out of life," he says.

Geigle says that from this point

"A big part of the job is keeping the counselors . . ."



on it is simply a matter of repetitious contact and continuous selling. He DEPs those ready to DEP as soon as possible. He then keeps in constant touch with each DEPer and uses them for referrals. He works to keep them happy with their decision. He continually makes every effort to get in touch with seniors he hasn't yet talked with.

"Basically," says Geigle, "I cover my area by dividing it into two sectors . . . the northern half and the southern half. Since my station is located about dead center of the northern half, I visit all the schools and take care of business in that sector during one week, fanning out from Pierre . . . with no overnights.

and on the fact I am not trying to rip anyone off."



"By maintaining my reputation for honesty, prospects are not afraid to visit me in the office or to bring in their buddies."

"During the next week I leave Pierre about 6 a.m. on Tuesday or Wednesday and drive to my most distant school in the southern sector. Depending on the weather, I can usually be there by 10 a.m. Then I start working my way back, visiting schools, calling on National Guard units to drop off or pick up referrals, run police checks, etc. I spend one night on the road then continue working my way back and end up at home base the following evening," Geigle says.

One point Geigle stresses, is he always calls the high school counselors before hitting the road. He makes arrangements to visit the school at a specific time and indicates the specific individuals he wants to talk to as well as making himself available for talking to anyone else.

This routine puts Geigle in each school every other week to visit with

his DEPs, prospects and counselors. He says he considers this frequency almost imperative to maintain a close working relationship.

"In addition," he says, "by being in almost all of my towns at least twice a month, I get to build up a certain rapport with the local townspeople. I talk to a lot of moms and pops and a lot of guys and gals pumping gas or waiting tables."

While Geigle credits a lot of his success as a rural recruiter to his planning and his regular travels, he is quick to point out that another part of his routine is just as important, if not more so.

"When I am actively working a prospect, I try never to let him wonder what he is doing," Geigle says. "I constantly reinforce his positive thing about the Army. When I send an applicant to the Sioux Falls AFEES, I



And miles to go...

personally see him to the airport and stay with him until he leaves. I explain to him exactly what will transpire during the processing phase. I try to have him ready to accept any of a variety of jobs that may be available at the time he sits down with the Army counselors. I just don't want my applicants startled by anything or feeling uncomfortable because they don't understand part of the processing procedures."

When the applicants fly back into Pierre, Geigle is right there to meet them and to congratulate them.

Geigle uses the same technique for direct shippers and the DEPs when they go active. "I see them off at the airport, and make sure they have everything they will need for processing. And, again, I brief them on the processing that will be done, and more importantly, on what to expect during basic and AIT. I tell them they will have bad days where they will wonder what they are doing there. Then they will have days where they will be lonely, tired and homesick. But, there will be a lot of 'up' days too. When they discover they can do something they never thought possible. When they find things aren't really as tough as they thought it would be. When they realize how many new friends and acquaintances they have made. And one of the most important things I tell them is this—when you're having a really rotten day and you think you can't stand it for another minute, look around you. The other 50 to 60 people in your platoon are going through exactly the same thing! And, when you graduate from basic and pass in review, you

will feel something inside you have never felt before."

All of this attention Geigle gives his applicants is time well spent. He never has any "no-shows" at AFEES and seldom, if ever, has any QNEs.

"I can afford to spend the extra time with each applicant," Geigle says, "for a number of reasons. Mainly, I don't waste my time on non-productive activities. I don't scrape around for a bunch of dummies in hopes that some of them will qualify."

This approach seems to work well for Geigle, not only in terms of the number and quality of individuals he puts into the Army, but also in the satisfaction of those he recruits.

"I don't have DEPs running around talking about being pressured into something, or not getting what they really wanted. I don't have dis-

satisfied soldiers I recruited coming home on leave and complaining about what the Army is doing to them. I don't have basic or AIT dropouts hanging around bad-mouthing the Army," he says.

From the manner in which he works and the success he has met, one would think Geigle spends all his waking hours on the job.

"Not so," he says. "I do open my office up by 8 a.m. when I am in town, and don't usually lock it up until after 6 p.m. But, I still have time for my outside activities and still enjoy leisure time with my family."

"That's about it," Geigle says. "that's the way I recruit. I think that is the way a person has to recruit in a rural area, but, I would probably recruit the same way no matter where I was."



...before I sleep



Re-Update

By SGM VERNON WHITMORE
Senior Reenlistment NCO, DCSPER, DA

This is my initial comment and I first want to outline some philosophy. Perhaps you read my article in the July issue. As far as feedback or questions on what appears here, I am more than happy to hear from you. The reenlistment NCO at the working level certainly has to be heard. Just remember that what sometimes seems ridiculous to you may have been given a lot of thought and is being done for reasons you haven't considered.

Change 2 to AR 601-280 is at the printer. It will be dated August 15 and will be effective October 1. This is basically on the drug and alcohol program.

Things to look for. We are starting to put change 3 together and it will contain a provision to allow the GCM authority to approve second and subsequent extensions; a new procedure for personnel appealing bars to reenlistment; and some administrative matters.

Promotion Ineligibility. DAPE-MPR Msg 271730Z June 78, Subject: Removal from Local E5 and E6 Promotion Recommended Lists, announced that in the future people with MOSs 11B and 11C who made less than an 80 raw score and/or fell below the 51st percentile were ineligible for promotion. This does not mean that the soldier is in a non-promotable status and thereby cannot reenlist. This is the same situation we had under MOS testing where a soldier needed a minimum score of 70 to reenlist but 100 to be promoted.

DA Reenlistment Steering Group. This group, consisting of representatives from all the major commands and DA, met following the FORSCOM/TRADOC Conference. A detailed list of the recommendations will appear in this column at a later date.

RQTs. There has been much discussion on the validity and need for RQTs in the past year. The subject was recently briefed to the EPMS Task Force. It has been agreed to suspend the use of RQTs and use other quality indicators for first term soldiers in those MOSs that do not have SQTs. As new SQTs are instituted, soldiers will be required to qualify by the standards for SQTs as outlined in AR 601-280.

Bars to Reenlistment. DAPE-MPR-P Msg 041145Z July 78, Subject: Bars to Reenlistment, reemphasizes the need to insure that the proper individual with the proper authority, including documented delegation, signs the bar. The term "Acting AG" refers to an individual who is not in an authorized (by TDA or TOE) adjutant general's position, but is assuming that as an additional duty. This does not mean that a person who is an Acting AG while the AG is on leave, TDY, etc., cannot sign the bar.

DA Form 1315. A new 1315 will be in distribution about October 1. The old forms will be obsolete and AR 601-280 will be changed to provide instructions for completing the new form.

DA Form 214. Several suggestions have been made

to eliminate issuing the DD Form 214 for people being discharged for immediate reenlistment. This has been looked at and discussed with DoD. Present DoD regulations require it to be issued for all discharges. This requirement will change in June of 1979 and after that there will be no requirement for the 214 to be issued for immediate reenlistment.

RETAIN in Europe. Things are progressing toward a test of RETAIN in Europe for probably a six month period. It will be run in Stuttgart, Heidelberg, Kaiserslautern and Frankfurt. If the test proves satisfactory, it will probably be extended to 26 locations in Europe.

Reenlistment Advertising. The N.W. Ayer advertising agency received the contract for enlistment and reenlistment advertising for FY 79. An Ayer representative should visit each major installation quarterly to discuss local advertising. Watch for a letter requesting informal feedback on the visits.

Reenlistment Study. The Army Research Institute is conducting a study to determine what causes a soldier to reenlist. This study has been contracted out to Personnel Decisions Research Institute of Minneapolis. During July they visited Forts Jackson, Campbell, Ord, Sill and Carson to interview soldiers. The data gathered during these interviews will be used to make up a questionnaire to be administered later this year. The results of the study will be published in about a year.

Reenlistment Questions

SITUATION: You are reviewing a DA Form 4126-R, Bar to Enlistment/Reenlistment Certificate, for accuracy and completeness. The soldier who is being barred has a BASD of 15 Jan 77 and an ETS of 14 Jan 80. The 4126 was dated and submitted on 15 September 1978.

1. What is the correct entry for Item 6 (Total Active Service) of the form?
 - a. NA yrs NA mos NA days
 - b. 1 yrs 1 mos 29 days
 - c. 1 yrs 2 mos 0 days
 - d. 1 yrs 2 mos 1 days
 - e. 3 yrs 0 mos 0 days
2. What is the correct entry for Section II—Individual's Review, of the DA 4126-R?
 - a. Nothing, since no entry is required.
 - b. "Individual was given the opportunity to submit a statement on his own behalf, but declined or refused signature on (date)."
 - c. "Individual refuses to sign."
 - d. "Individual refused to sign the DA Form 4126-R on (date)."
 - e. "Individual, (name), has been shown the allegations on (date) and refuses to acknowledge receipt by signature."

ANSWERS:

- 2-6b, AR 600-37.
2. e. Paragraph 1-35b, AR 601-280 and paragraph be the total active service at ETS.
1. e. Paragraph 1-35c(1) and (2), AR 601-280. This service is used to determine approval authority so it must

BG Goodson Departs

Brigadier General Allen M. Goodson, USAREC deputy commander, has been assigned to Korea as the Chief of Staff, I Corps (ROK/US) Group.

Brigadier General Goodson began his 4-year assignment in USAREC in September 1974 as Commander, USA Southeastern Regional Recruiting Command, and was assigned as Commander of Midwestern Regional Recruiting Command in August 1975. He was promoted to brigadier general in July 1976 and became USAREC Deputy Commander in October 1976.

BG Connelly Arrives

Brigadier General Donald W. Connelly, a 1952 OCS graduate, has been announced as new USAREC Deputy Commander, to replace BG Goodson.



General Connelly arrives from Washington, D.C., where he was assigned as Deputy The Adjutant General, The Adjutant General Center. Previous assignments include Chief of the AG Branch at MILPERCEN, Chief of Staff and Deputy Commander of the US Army Administration Center, Ft. Benjamin Harrison.

BG Connelly has three college degrees: a BA in social science, an MA in personnel administration, and an MS in counseling.

New Position

Sergeant Major Harold D. Payne recently arrived in the Army Nurse Corps Division, Recruiting Management to fill the newly created position of Army Nurse Corps Operations NCO. The position was created to provide improved communication between field liaison NCOs and the ANC Division.

Sergeant Major Payne has visited Western and Northeastern Regions and has plans to visit others in the near future.

GI Home Loans

Because the high cost of real estate today may keep some married veterans from seeking GI home loans, the Veterans Administration wants these veterans to know that their spouse's salary can be counted in computing

the loan amount for which they may qualify.

VA Policy considers the full combined income of both the veteran and his wife (or in the case of a female veteran, her husband) when the income of the veteran alone is not sufficient to qualify him or her for the amount of the loan.

The same standards applied to the income of the veteran are applied to that of the spouse. The type and duration of employment will determine if the income of either or both can be considered reliable for the relatively long term of loan payments.

The VA exercises judgment and discretion based on facts in particular cases. No hard and fast rules apply.

Also, potential family growth is no longer considered by VA in determining income for loan purposes, and VA has been successful in discouraging solicitation from veterans or their wives regarding child bearing capability.

Correction

On page 11 of the July Journal, Captain Frank H. Wagner was incorrectly listed as the area commander of the Florence Area of Columbia DRC. The commander of that area, which rated a "commendable" rating from the USAREC IG, is commanded by Captain George C. Varner.

CHAMPUS Handbook

A limited quantity of the new CHAMPUS Handbook for beneficiaries has been distributed to selected individuals who have been asked to evaluate its readability and content.

Defense Department officials note that this trial version of the publication is not available for general distribution. Individuals interested in CHAMPUS who have not already received a copy are asked not to request one.

A mass printing is scheduled for late fall, following consideration of the evaluations and appropriate modifications. Availability of the handbook will be widely publicized.

New Posters

Reenlistment NCOs should be watching their mail for three new reenlistment posters.

The first, which you should already have, has an educational theme and is entitled, "Keep Learning; See your reenlistment NCO."

The second poster deals with Europe and is entitled, "Send a Good Soldier to Europe; See your reenlistment NCO." If the production schedule is accurate, you should start receiving this in late September or early October.

And third, "Keep Growing; See your reenlistment NCO" depicts types of enlisted brass. Watch for its arrival in October.



MOS 15J: Lance/Honest John operations fire direction specialist

By SP4 CHARLANE BUSSE
Ft. Sill, Oklahoma

"T Minus three, T minus two, T minus one, FIRE!" That's the command of a Lance/Honest John Operations Fire Direction Specialist (FDS) as he gives the order to fire the Lance missile or the Honest John rocket.

The men and women of military occupational specialty 15J are the calculating minds behind the power of the Lance missile and Honest John rocket.

They receive and decode secret messages and firing directions, then plot targets and compute the range of the missile, altitude and the azimuth and the angular distance between the missile and its target. All the information is relayed to the missile's crewmen who carry out the commands.

These commands are either manually computed or done with the aid of a Field Artillery Digital Automatic Computer (FADAC). The coordinates to aim the missile and its warhead must be exact the first time.

Fire Direction Specialists have the advantages of an inside job and the artillerymen's outdoor life. They are constantly using their above-average math skills while being in the field where the real job is done. It's rugged living, a test of stamina. Experienced 15Js feel that their job is the best combat arms occupation—with fast promotions for sharp men and women.

Fire direction specialists begin their careers after basic training with eight weeks of training at Ft. Sill, Okla., home of the U.S. Army Field Artillery School. The first training week is used to refresh the math skills needed to compute a fire mission. Next, they are taught how to supply information to and operate the FADAC computer.

While in training at Ft. Sill, students learn map reading and the use of short wave radios and field phone radios. The 3KW generator is important to the mission and an FDS learns to operate and service these generators.

An applicant needs to have completed one year of high school algebra or geometry.

During training there is emphasis on the mathematics it takes to compute a fire mission, but when you are on the job there will be a variety of responsibilities and duties. Camouflaging and improving the operation site is an important responsibility. Fire Direction Specialists help drive the heavy equipment to the firing site:

equipment like the personnel carrier, the mobile base of operations.

Units normally spend three to five months a year in the field, but the time isn't continuous and may be only three or four days at a time. Ordinarily there is at least one overnight field exercise and one three-day field exercise a month. But while operating on field maneuvers the FDS stays inside the personnel carrier away from the weather.

Ft. Sill is the only CONUS duty station where 15 "Julietts" are assigned. FDSs are assigned to either the 1st Battalion, 12th Field Artillery, or the 6th Battalion, 33rd Field Artillery. Each of these battalions is made up of five batteries, and 15Js are assigned to all batteries except the service battery.

About 95 percent of the newly-training specialists will be assigned to one of the six battalions in Germany. Being a 15J means spending a lot of time in the field but there will still be plenty of opportunities to explore the unique cultures of Europe. Many 15Js accompany Lance batteries stationed in Germany when they go for their yearly fire testing maneuvers to the magic island of Crete.

Although there is no directly related civilian occupation, these specialists take many skills with them when they leave military service. More important than map reading or operating a field radio is the experience of teamwork and the maturity that comes from the responsibility of directing men and missiles.

They are the center of operations. Without Fire Direction Specialists, Lance missiles and Honest John rockets could not be launched.





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FLARE

MOS 15J:
Lance/Honest John
operations
fire direction
specialist

